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If you have a concern about TOSL, but uncomfortable communicating it in person, report it anonymously by:

- Calling the toll free hotline number: 1-800-872-2281 + 877-rpt-line
or
- Report it online at www.tosl.com,
Username: tosltd; Password: reportit
report it is our contracted independent third party hotline service available 24 hrs./day, 7 days/week, 365 days/yr.

Motivational Quotes

“Do not be afraid of dying, be afraid of living with nothing to die for.”
Anonymous

“Out of clutter, find simplicity. From discord, find harmony. In the middle of difficulty lies opportunity.”
Albert Einstein

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TOSL Engineering Limited

“An Engineering Solutions Company”

2019 March (Quarter 1)



OneTOSL

*By Professor Dr. Chandrabhan Sharma
(Chairman - TOSL's Board of Directors)*



The growth of the global economy is predicted to decrease this year affecting every country's balance of payment. Last year's roller coaster oil prices caused OPEC to cut production by 1.2 million barrels of oil per day (mmbpd) for six months starting January 2019. It is hoped that this would stem the initial downward trend of oil and gas prices. But with both Venezuela and to a lesser extent Iran on trade blacklists, the instability of oil prices would continue to dominate the news in 2019. The current turmoil in Venezuela further exacerbates the oil futures market with shale oil most likely filling the gap. In Trinidad, we are faced with those negative effects of

those externalities as, but more importantly, with the closure of Petrotrin. These events would have a downward spiralling effect on the financial health of all the service industries in Trinidad. It is therefore imperative that we at TOSL further improve our efficiencies and reduce our costs if we are to survive.

The last time I wrote (June 2018) I told you about “Rethink, Retool and Reboot”. This proposed mantra has become even more relevant in 2019. In order to survive in this new dispensation, we need to fully implement the strategies espoused in that communicate. We have almost fully rationalized the organization and should be able to extract the synergies to be expected from a “silo-less” group working smarter, harder and focused on the stated mission.

It's only as a team that TOSL would be able to emerge successful from this downturn. I expect that we will only start seeing the results of our joint efforts to bootstrap the organization in July 2019 and a positive turnaround by year's end, Deo volente (God willing). As we strive to sail these turbulent waters, I would like to remind all of our stated Vision to being the “best in class”. This can only be achieved if everyone puts his/her shoulder to the **OneTOSL** yoke while keeping focused on the stated objectives. Please be reminded that obstacles are what one sees if one loses sight of the goal. In the journey forward, let's not forget our stated values with the salient refrain always being “quality comes first”. I look forward to celebrating with all in December to a successful 2019.

OneTOSL Concept

In the last year, we have embarked on a strategic improvement exercise to be able to better respond to our client needs. We have identified that as our business rapidly grew over the last decade, silos developed as new services were added and the Company changed to respond to market needs at the time.

The Company's strategic action plan for the period 2018 to 2020, identified the need to either introduce or enhance the following key objectives, which would contribute to breaking down barriers and encouraging a collaborative culture. These are as follows:

1. *Creation of a Unified Vision*
 - a. This has been christened as the “**OneTOSL**” concept. It starts with involving the entire Management team in ...(Con't on Pg. 2)

HSE Statistics

(as at 2019, March 31)

- Man-Hours YTD: 188,134
 - OSHA recordable: 2
 - Loss Time Incidents (LTIs): 1
- “Continuing the drive to Keep HSE alive”*

OneTOSL Concept... (Con't from Pg. 1)



....decision making across department lines and extends to regular communication on all issues affecting the business. A matrix of Operations and Sales Management has been developed, which details these responsibilities across the business.

2. *Working Towards Achieving a Common Goal*
 - a. 2019 KPI's have been developed which are shared and supported across department lines and geared toward achieving the strategic objectives of the business. For example, each department has KPI's which support the People, Finance, HSSEQ, Operations and Business Development departments. This encourages team work and collaboration across the organization as one department strives to achieve its targets, it must help and get help from other departments whose KPI's are intertwined with their own.
3. *Execute and Measure*
 - a. KPI's have been selected which are SMART (Specific, Measurable, Attainable, Realistic, Timebound) with Manager's reporting monthly on his/her progress using a traffic light system.
4. *Collaborate, Create, Educate, Work and Train Together*
 - a. We have added monthly sales training as part of our OneTOSL vision.
 - b. Central Sales – Essentially it allows any sales person to sell any product or service.
 - c. Monthly KPI achievement discussions by the Management team with a collaborative attempt by the entire team to steer those back on track if there is a deviation.
5. *Communication*
 - a. Externally, it involves communicating to the client that TOSL is one Company selling Engineering, Product and Construction Solutions and not simply individual services or products (see **Figure 1 – TOSL's EPC Solution Matrix**).
 - b. Internally it involves the sharing of pertinent information – HSSE, Quality, Sales and Strategy with staff via interactive meetings and presentations so that all are aware of our results and what the Management team is doing to improve those results or recognise good performance.

The OneTOSL concept is at the core of our strategy and it is expected to transform how TOSL operates its business and engages with our employees and our clients all with a view of continuous improvement.

Figure 1 – TOSL's EPC Solution Matrix

ENGINEERING DESIGN	ENGINEERED PRODUCTS	CONSTRUCTION & MAINTENANCE SERVICES
<ul style="list-style-type: none"> Electrical Systems Instrumentation & Controls Automation & PLC Systems Compression - Sales & Gas Lift Pumping Solutions Motors, MCCs & VFDs Power Generation Packages Oil & Gas Process Systems Oil & Gas Optimization Systems Custody Transfer Systems Fire Detection & Suppression Systems Chemical Injection Systems Produced Water Treatment Systems Tank Management & Leak Detection Thermal Studies 	<ul style="list-style-type: none"> Valves - Manual, SDVs, BDVs & Control Transmitter & Automation Devices Gauges & Flowmeters Steel / HDPE Pipe & Fittings Motors, Drives & Switchgears Compressors, Pumps & Rotating Equipment Refractory, Insulation & Fireproofing Plate Heat Exchangers Separators, Scrubbers, Coalescers, Fuel Gas Skids & LACT / ACT Units Lifting Slings & Rigging Products Safety Products & Personal Protective Equipment Ferrous & Non-Ferrous Metals Production Chemistry 	<ul style="list-style-type: none"> Installation, Testing, Commissioning & Start Up Calibration & Certification Valve Repairs, Testing & Certification Predictive Maintenance Motor Rewinding Pump Repairs Machine Shop Services Testing & Inspection (NDE & NDT) Asset Integrity Assessments Chemical Management Corrosion Management and Monitoring Scaffolding & Rope Access Blasting & Coatings Refractory, Insulation & Fireproofing Laboratory Generator Installation & Service Well Characterization & Testing Fabrication & Welding

Meet Another of Our Long Service Employees: *Tricia Kokaram*



In this Horizon issue, we will be having a one-on-one discussion with another of our long service employees, **Tricia Kokaram**, Divisional Co-ordinator.

1.) How many years have you worked at TOSL?

February 1st, 2019 made it 14 Great Years.

2.) Based on your experience with us, what do you think it takes to succeed at this company?

Focus on a common goal using interpersonal and communication skills along with determination, will govern your success at TOSL.

3.) What suggestions for improvements do you have to make our workplace better?

We need to examine each area of the company and have a clearer understanding of each other's roles so that we can appreciate others' efforts more holistically.

4.) What is most satisfying/enjoyable about your job and working with TOSL?

I am very appreciative of the people I work with, especially those in the Chemicals Division who have since become more like family rather than just co-workers.

5.) What has been your most memorable experience thus far with TOSL?

Because of the team I work with and the diverse nature of our operations, every day presents itself with different experiences many of which are memorable moments which we look forward to daily.

6.) What in your mind is the most significant change at TOSL when you compare the present to the days when you had just started?

I think the people aspect in terms of attitudes and personalities have changed the most. The world has become so commercialized that it trickles down into every aspect of life including this workplace.

7.) How well do you think your training and development needs were assessed and met?

Based on my area of expertise and what is required, I think it has been reasonable; however more innovative areas of training and development can be undertaken to keep up with the ever-changing professional arena.

8.) If you were retiring tomorrow, what one thing you would like to be remembered for and feel most proud of accomplishing for TOSL?

My ability over the years to pull the department together in unison in the good and bad times working toward achieving a common goal whatever it may be. i.e. the perfect team player.

(Con't on Pg. 8)

HSE Rewards & Recognition - Quarter 1

We congratulate the following persons on their HSE commitment for the first quarter of 2019:

- ◆ **Dianne Frontin** – Meeting and exceeding her HSSEQ KPIs in a timely manner for 2018.
- ◆ **Marsha Noor** – Timely completion/closure of HSSE corrective actions from IAFs and Incidents.
- ◆ **Shane Lewis and Rossi Boodoo** - Best Define, Observe, Converse (DOC) cards for Q1.

Our Manager – IT presents reward to Dianne Frontin

Our Manager – Projects & Operations presents reward to Marsha Noor



Additionally, we congratulate our **Scaffolding Team** working at Methanex (Titan TAR) for demonstrating good responsible care whilst erecting scaffolding on the D02 vessel.

(Con't on Pg. 4)

HSE Rewards & Recognition... (Con't from Pg. 3)



These persons are:

- ◆ Anthony Duntin
- ◆ Edison Cummings
- ◆ Ifill James
- ◆ Kyle Wilkison
- ◆ Irvin Williams
- ◆ Dave Ashford
- ◆ Shelby De Gannes
- ◆ Kurlan Cooper

As we continue to work safely, here are some tips to keep in mind:

1. Be aware of your surroundings
2. Keep correct posture
3. Take regular breaks
4. Never take shortcuts on procedures
5. Be aware of new HSSEQ procedures
6. Keep Emergency Exits clear
7. Report unsafe acts and conditions
8. Always wear Personal Protective Equipment required for the task at hand

A New Journey Begins

Amidst the current economic downturn in Trinidad and Tobago, TOSL unequivocally continues to make great strides in the oil and gas sector by diversifying its range of services to meet our customers' everchanging demands.

In 2018, TOSL embarked on a first of its kind business venture in the Oil and Gas sector, securing a major contract with Entier (a UK-based company) in providing galley maintenance services to all BpTT offshore installations within Trinidad and Tobago. Currently, we service all manned platforms in both the Greater Cassia and Mahogany fields with fulltime crews on board.

As defined within the industry, the galley is a designated area of an offshore installation where meals are prepared, crew members dine and relax during their free time. The galley comes with a fully equipped kitchen with commercial grade equipment, gym, laundry and lounging area. The galley area, as per BpTT guidelines, must always be sanitary with all equipment functional. If not, crew members would not be able to perform their duties as the galley area provides the essentials for sustaining life offshore.

Our highly motivated and skilled crew members are specialized in key areas which include electrical, plumbing and refrigeration. They are responsible for galley equipment such as stoves, ice makers, dough mixers, ovens, washers and dryers. TOSL follows a strict preventative maintenance plan to prevent costly breakdowns while addressing any safety hazards that may arise. In instances where major overhauls and repairs are needed and impossible to be performed offshore, it is back loaded to our machine shop.



Preventative Maintenance being completed on a walk-in chiller in the galley area on Mahogany B

To this day, our crews have been recognized by BpTT for their outstanding performance on these platforms. This project continues to be a success with the dedication and support from our EIA Projects Team [Mr. Raymond Karamath (Manager), Jason Ramsaran and Rondell Dookie (Project Coordinators), Fareesha Lovelace and Gail Sohan (Divisional Coordinators), and Shurmoni Mohammed (Purchasing)] and crew members [Kerwin White, Christian Brown, Kelvin Ganga, Kevin Mark, Cris Mudie, Kamau Jorsling, Jason Stewart, Dwaine Steeple, Varendra Singh, Lyndon Edwards, Mitch Bayne, Shastri Jaikaran and Kailash Bisnath].

TOSL will continue to provide the best in class service for BpTT while seeking to further develop this new area of business. We are actively engaged in developing our capabilities, skills and knowledge of our crew in electrical, refrigeration and plumbing. In the near future, we are seeking to further increase our capabilities in servicing, troubleshooting and repairing offshore heating, ventilation

and air conditioning (HVAC) systems. Our vision for growth is to be dynamic in the scope of services provided and accomplish our goals with safety as the priority and quality the standard.

For further information on this service, contact our Electrical, Instrumentation & Automation (EI&A) Division.

Installation of a Tuff Gut macerator on Mahogany B that was repaired in the TOSL machine shop.



Our Projects & Operations Division



Refractory and Insulation, Sandblasting and Coating, Piping and Mechanical, Scaffolding, and TOSL's Galeota's Operation all fall under the umbrella of this division. We also provide Labour, Equipment and expertise to support all HDPE and ALFA LAVAL works for TOSL.



There are approximately twenty-five (25) permanent employees inclusive of team leads, salesmen, supervisors, foremen, skilled labour and support staff. Our casual labour force varies from a minimum of seventy-five (75) employees and can peak to over three hundred (300) employees based on our project requirements. This division has combined expertise of over one hundred (100) years' experience in the various disciplines across the departments.

Our present clientele includes companies from the Upstream, Mid-Stream, Downstream Energy Industries and the light Manufacturing Industries. We do not consider our Clients as customers but rather as partners in the positive development of Trinidad & Tobago. Our number one objective is safety, if the job cannot be completed safely, we will NOT undertake this job. This does not compromise our ability to the delivery of high quality and productivity that surpasses industry norms.



Our Galeota Operations presently supports onshore/offshore operations on the East Coast. Vessel cleaning and leak testing are our main services. Additionally, we have recently integrated our Sandblasting & Coating and Piping & Mechanical departments within our Galeota Operations to increase our services in this area.

We also provide inhouse expertise in scaffolding, with both STI and CITB certified scaffolders and inspectors. We are a premier scaffolding provider, having successfully completed projects utilizing more than 1000 tonnes of scaffolding materials and providing manpower between 275-300 scaffolders.

Our Refractory and Insulation Department has been providing refractory materials & services, as well as hot and cold insulation materials and services to our customers since March 1998. Qualified and experienced refractory installers and insulators are always on call to respond to every refractory/insulation installation requirement with prompt refractory/insulation inspection, material selection and installation by wrapping, casting, gunning or block-work.

The following agencies are within the sphere of services we provide:



OTHER INSULATION PRODUCTS:

Hot and Cold Insulation

- Calcium Silicate - CALSILITE Calcium Silicate Insulation
- Cellular Glass - CELL-U-FOAM Cellular Glass Insulation
- Polyisocyanurate - EXTOL Polyisocyanurate Insulation

Jacketing and Facings:

- Aluminum and PVC Jacketing & Fittings

Ancillaries:

- Bands, Buckles and Screws
- Adhesives
- Mastics
- Coatings
- Sealants

For further information and assistance, we invite you to contact our Projects & Operations Division.



HSSEQ Corner

A.) HSSE: Driving Safely



One of the most dangerous activities that we undertake on a daily basis is road journeys; be it as a driver or a passenger. The average individual spends approximately two to three hours daily in a vehicle which increases the likelihood of an individual being involved in a road accident. According to Arrive Alive, statistics for Trinidad and Tobago show that for the year 2018 there were 112 road fatalities; with 41% of these involving the driver, 14% involving passengers, 31% involving pedestrians and 13% involving cyclists (Arrive Alive, 2019). Out of these road fatalities, 69% were within the working age group of 25-64 years old and interestingly enough, 55% occurred on the main roads (Arrive Alive, 2019). For the year 2018, TOSL had 22% of its total incidents being related to vehicular accidents and although these were minor incidents, the message is clear; intervention is needed where road journeys are concerned.



Journey Management is an integral component before undertaking any road journey and it is imperative that risk assessments be conducted to ensure that:

1. Work related journeys are safe.
2. Staff are fit and competent to drive safely.
3. Vehicles are fit for purpose and in a safe condition.



Developing a Journey Management Plan ensures that the drivers and passengers involved in the journey have:

- evaluated all the possible alternatives and decided that the journey was necessary,
- considered all hazards involved,
- implemented the necessary measures to make the journey safer, and
- prepared for any unplanned events.

Prepare the plan -> Follow the Plan -> Close the Journey = No incidents.

Journey Management does not however, only start and end at the workplace. We all have a responsibility to be safe drivers for both ourselves and others that we share the roadways with. We all have loved ones who are waiting for us at home. Below are some safety tips that we can be mindful of when using the roadways:

1. Stay alert
2. Buckle up
3. Make adjustments for weather
4. Exercise patience
5. Respect yellow lights
6. Never drive under the influence
7. Obey speed limits
8. Proper vehicle maintenance
9. Wear your seat belts
10. Do not use your phone while driving

HSE Committee Corner

The HSE Committee is committed to continuous improvement in Health, Safety and the Environment at TOSL. As such, the Committee will be embarking on two (2) focus areas for 2019:

1. Continuation of the Health and Wellness programmes for TOSL
 2. Spearheading TOSL's Driving Safely Campaign in keeping with the Driving Safely/Journey Management Initiative.
- We look forward to your support with this project, as we look forward to creating an environment for a healthier and safer you!

Do you know your HSE Committee members?

- **Inventory Management** – Keiron George
- **Corporate Governance** - Asha Salick
- **Industrial Sales** - David Puchoon
- **PMO** – Kavisha Mahabir
- **Chemicals** – Anita Sooknanan
- **Construction & Maintenance** – Bobby Mangroo
- **Inspection & Testing** – Dalene Wright
- **EIA/ Rotating Equipment** – Kenson Quash
- **Engineering Services** – Renee Dwarika
- **Finance** – Moonilal Ramesh
- **Human Resources** – Taruna Gangaram
- **Facilities Management** – Marsha Noor
- **Wire Rope Division** – Jason Noel

Alternative Committee members are: Marsha Fortune, Lisa Mohammed, Sade Khan, Keshav Manorath, Ravi Sookdeo, Ann-Marie Sirju, Anthony Ali, Mark Gopiechansingh, Azard Aziz and Nicholas Mohammed.

(Con't on Pg. 7)

HSSEQ Corner... (Con't from Pg. 6)

B.) Quality: Organizational Excellence



What is Organizational Excellence?

Organizational excellence is defined as the ongoing efforts to establish an internal framework of standards and processes intended to engage and motivate employees to deliver products and services that fulfill customer requirements within business expectations. It is the achievement by an organization of consistent superior performance – for example, outputs that exceed meeting objectives, needs or expectations.

Component definitions:

- An organization is a group aggregated and combined under specific leadership to function as a single entity for a particular purpose.
- Excellence is a measure of consistently superior performance that surpasses requirements and expectations without demonstrating significant flaws or waste.

Organizational excellence continues with the progress established by a foundation such as total quality management, in which all levels of the organization participate in continual improvement.

Organizational Excellence models and frameworks include Malcolm Baldrige National Quality Award, European Foundation for Quality Management and the Union of Japanese Scientists and Engineering which created the Deming Prize.

Managing for Organizational Excellence

Another perspective is to view organizational excellence as the successful integration of technology, infrastructure and personnel.

Organizational excellence is often the result of transitional and transformational activities. Successful organizational outcomes require deliberate management and improvement in six key areas:

1. **Information:** metrics, measures and decision support
2. **Structure:** roles, responsibilities and accountabilities of each functional area
3. **People:** total human capital within the organization
4. **Rewards:** compensation and incentives
5. **Learning systems:** knowledge and training
6. **Work processes:** interaction and linkage of workflows

Organizational excellence is dependent upon gaining sufficient commitment to embrace and apply positive changes in the above areas. Organizational change management is necessary to effectively communicate the changes to those affected, in order to minimize uncertainty and obstructions. Collaboration is critical, and the evidence of organizational excellence can be demonstrated across the organization with a balanced scorecard that covers the following perspectives:

- Financial
- Customer
- Internal business processes
- Learning and growth

Organizational excellence is incremental. Different tiers or “maturity levels” should be identified as interim targets for each of the organizational excellence characteristics. By focusing on the performance expectations of an accessible maturity level, employees and stakeholders will be more inclined to make the necessary changes within their control and capabilities. And as maturity levels are reached, participants should be recognized for their efforts.

Benefits of pursuing and achieving organizational excellence

The pursuit of achieving organizational excellence can strengthen the overall prestige of an organization both internally and externally. Any additional costs to infrastructure and overheads have the potential to be repaid with greater returns resulting from engaged employees, satisfied customers and more efficient operations.

As detailed in *The Impact of Baldrige on Organizational Performance*, a survey of 273 Baldrige Performance Excellence program applicants showed a benefit-to-cost ratio of 3:1 associated with using the Baldrige Excellence Framework, a 107:1 benefit-to-cost ratio when considering financial gains associated with increased customer satisfaction and a ratio of 820:1 when also considering financial gains associated with the increased value of sales in excess of resource costs.

Reference: American Society for Quality – Organizational Excellence, Accessed 15th March 2019, Available Online [<https://asq.org/quality-resources/organizational-excellence>]



◀ Employees Spotlight ▶

Welcome to our New Employees

We welcome the following persons to the TOSL Family:

January

- ◆ Curtis Bruce (Senior Mechanical Technician)
- ◆ Sean Headley (Project Estimator)

March

- ◆ Kerron Bissoon (Purchasing Assistant)
- ◆ Jessie Mohammed (Workshop Assistant)



Special Occasions

- ◆ Kylee Ganpatt (Baby Boy)
- ◆ Anthony Mangroo (Marriage & Baby Boy)



Long Service Employee... (Con't from Pg. 3)

9.) *What is the first word that comes to mind when you think of TOSL?*

The first word that comes to mind is successful because TOSL has always managed well to traverse triumphantly throughout the good and bad times.

10.) *Why have you chosen to stay with TOSL and not move to other jobs, as most people do these days?*

The answer to this question is pretty much a summary of all of the above answers. We are led by a CEO who has always envisaged and demonstrated the best for the company and its employees. I believe that TOSL is a cut above the rest and while there are areas that can be improved, we are ever-changing and continue to strive to be the best in class.

Employee's Recipe Corner

This quarter we feature *Renee Dwarika's Black Bean Burgers (Makes about 6 burgers).*

Ingredients

- 1 can black beans (drain & rinse)
- 1 cup carrots (finely chopped)
- 1 cup celery stalks (finely chopped)
- ¼ cup pimento (finely chopped)
- ¾ cup seasoned bread crumbs (panko if available)
- ½ tsp. cayenne pepper (can be omitted if you do not want a spicy burger)
- ½ tsp. garlic powder
- ½ tsp. onion powder
- ½ tsp. paprika
- ½ tsp. salt
- ¼ tsp. black pepper



Method

- Place all ingredients in a large bowl or in a food processor.
- Use a fork to mash the black the black beans and mix all ingredients together or pulse everything in the food processor.
- Form the black bean mixture into patties.
- To bake:
 - Preheat oven to 375°F.
 - Line baking sheet with foil & place patties on the sheet.
 - Bake for 15 minutes on each side.
- To grill:
 - Preheat grill and spray cooking oil if you are using a countertop grill.
 - Place patties on grill and cook on each side for 10 minutes.
 - Build your burger with your favourite toppings: lettuce, tomatoes, cheese, pineapple, ketchup, mustard, mayo, pepper, etc...

Our Vision: *"To be the 'best in class' Engineering Company in Trinidad & Tobago and for us to be able to hold this position amongst other companies operating in a First World Environment."*

Our Cause: *To develop people to be leaders in their community, homes & personal lives.*

Our Culture is defined by: *Value Creation; Efficiency; Quality; Teamwork; Technological Improvement*

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- (1-868) 653-4188 (Metals)
- (1-868) 652-9336 (Industrial Sales, Wire Rope, Safety, Business Development)
- (1-868) 653-5404 (HR, IT, HSSEQ, Finance, Property Maintenance)
- (1-868) 657-1360 (Inspection & Testing)
- (1-868) 657-4621 (Chemicals, Projects, Construction & Energy Services)
- (1-868) 652-0856 (Electrical, Instrumentation & Automation)
- (1-868) 653-0269 (Engineering Services)
- (1-868) 653-4187 (Inventory & Procurement)

Galeota Office: LP#356 Calmapass Village, Guayaguayare, Mayaro, TRINIDAD, W.I.

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